



**UNDER SECRETARY OF DEFENSE
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**PERSONNEL AND
READINESS**

OCT 22 2001

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
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UNDER SECRETARIES OF DEFENSE
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DIRECTOR, ADMINISTRATION AND MANAGEMENT
DIRECTORS OF THE DEFENSE AGENCIES
DIRECTORS OF THE DOD FIELD ACTIVITIES**

SUBJECT: Department of Defense (DoD) Telework Policy and Guide

The purpose of this memorandum is to issue new DoD policy on telework (also known as telecommuting) for civilian employees (Attachment 1). Attachment 2 contains a DoD telework guide to be used by Components in establishing their telework programs. Teleworking may involve home-based, telecenter, or other alternative worksite arrangements as prescribed in the attached policy.

Section 359 of Public Law No. 106-346 requires executive agencies to establish policies under which eligible employees may participate in teleworking to the maximum extent possible, without diminished employee performance. The law also requires agencies to allow 25 percent of their eligible workforce to telework in FY 2001, and an additional 25 percent in each of the three subsequent fiscal years. Given that implementation in DoD is subject to issuance of the telework policy, and consistent with Office of Personnel Management (OPM) advice, the timeframe for meeting the 25 percent requirement for the FY 2001 has been extended to November 2001.

The eligible workforce, as prescribed in the attached policy, consists of those encumbered civilian positions which, based on the characteristics of the position and the incumbent, are suitable for teleworking on a regular and recurring basis (at least one day per pay period). Once the total number of eligible employees is determined, at least 25 percent of those employees must be offered the opportunity to telework by November 2001, and an additional 25 percent in each of the following three fiscal years (noting that



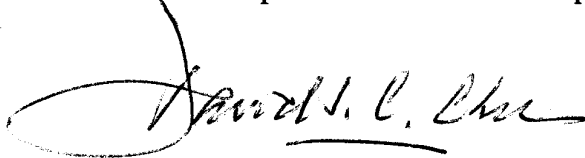
not all employees who are offered the opportunity to telework will elect to do it). Although Components may include ad hoc teleworkers (who telework on an occasional, one-time or irregular basis, including less than one day per pay period), in calculating the 25 percent, maximum effort should be made to increase the number of regular and recurring teleworkers. Each Component will be required to meet the 25 percent requirement of the law. Of course, Components may elect to exceed the 25 percent requirement in any given year.

Components are required to report to the Office of the Deputy Assistant Secretary of Defense (Civilian Personnel Policy), by November 20, 2001 their participation in the telework program as prescribed in Attachment 3. A contact list of DoD Component Telework Coordinators is provided at Attachment 4. The November 20 date, which I recognize provides a relatively short time to respond, is in order to meet the OPM requirement to report to Congress. To help meet this timeframe, our staff has been working with the Component Telework Coordinators to assist them to prepare to meet the reporting requirement, pending formal issuance of the policy. I might also add tomorrow is "Telework America Day", and provides you all with the excellent and timely opportunity to "roll out" the program.

The Department is committed to improving the quality of life of its workforce and telework has proven to be an effective tool to assist employees to balance their work lives with their private lives and family responsibilities. Telework may also prove to be an effective recruitment and retention tool as the Department seeks to become an employer of choice. Of course, the Nation and the community also benefit from telework in terms of cleaner air, reduced energy consumption, and decreased traffic congestion.

It is essential that all levels of DoD management actively promote teleworking within their organizations, support proposals for teleworking for their employees, and make every effort to overcome artificial barriers to this program. Managers are reminded that telework is an important flexibility available to assist employees to avoid or minimize traffic congestion and associated commuting difficulties in the National Capital Region, made worse by the recent terrorist attack on the Pentagon.

Please ensure that local bargaining obligations are met prior to implementing this program. While the attached policy applies to DoD civilian personnel, the Department has established an Integrated Process Team to develop a total force telework program.

A handwritten signature in dark ink, appearing to read "David S. C. Chu", is written over a horizontal line. The signature is fluid and cursive.

David S. C. Chu

Attachments:
As stated